

Mountain View Youth Development Center CQI Program Regional Structure

Regional Description

Mountain View Youth Development Center (MVYDC) is situated in Dandridge, Tennessee at the foothills of the Great Smoky Mountains. MVYDC is a secure facility, accredited by the American Correctional Association (ACA) serving male youth ages 13 to 19 that have been adjudicated delinquent by a Juvenile Court in Tennessee. At capacity, MVYDC provides residential services to 144 students, offering routine medical and dental care and services up to but not limited to Drug and Alcohol Treatment, Education, Sex Offender Treatment, religious services, Aggression Replacement Therapy (ART), one-on-one counseling, case management services and recreation.

At its core, MVYDC boasts an on-site school, home of the Mountaineers, that enables students to continue their secondary education while in custody. The educational staff strives to meet the needs of each student committed to its care by offering vocational/culinary arts and special education programs. School staff work regularly with students to ensure that they are obtaining the credits needed to graduate from high school, or when applicable, to ensure that students are enrolled in the General Education Diploma (GED) testing. After secondary education requirements are met, students are required to enroll in the Work Crew program in which they work with staff learning general maintenance skills such as housekeeping, food service, and lawn care. As a supplement to this program, students are afforded the opportunity to work on independent-living and job-readiness skills. Students are also encouraged to try out for the basketball and softball teams, to participate in chorus or to become an ambassador. MVYDC staff encourages students to meet their treatment goals, which encompasses Health, Education, Social Skills, Personality/Behavior, and Family/Community Reunification.

Leadership CQI Workgroup(s)

Senior Managers

Two subsections define MVYDC's Leadership CQI Workgroups. The first subsection of Leadership CQI are the Senior Managers and is comprised of the Superintendent and senior level management in each department of the facility to include, Fiscal, Treatment, Human Resources, ACA, Medical, Security, Education and Continuous Quality Improvement (CQI). This group provides a small cross-section where collective assessments and strategic plans might be developed to address directives from central office, referrals from other CQI workgroups, and issues directly relating to this group.

Department Heads

The second subsection of Leadership CQI are the Department Heads and is made up of all of the above staff, but with the addition of mid-level supervision within departments and key staff such as the Facility Maintenance Manager and the Facility Safety Officer. During a leadership CQI Workgroup, a round table discussion ensues, ensuring that information sharing is occurring between all Quality Circles within the facility.

CQI Workgroups

In addition to Leadership CQI, seven additional Quality Circles exist at the facility. Here, departments have the opportunity to address issues that directly relate to quality issues within their department.

Treatment Staff

The Treatment Staff quality circle is made up of Treatment Team Leaders and other Case Managers at the facility, including supervisory staff, Team Coordinator and Treatment Manager. This circle focuses its energies on ensuring that the students are receiving quality services to include group counseling and participation in Drug and Alcohol and Sexual Offender (SAY) treatment as needed. This group uses this time share information about program successes and to develop plans around program issues. For this group in particular, this time is also utilized to share information about upcoming Professional Development opportunities and required staff trainings, among other departmental issues or changes that may affect the staff and the provision of services to the student.

Senior Security Shift Supervisors

This team is made up of ranking security officers within the facility. Here, Lieutenants and Sergeants, who are supremely knowledgeable about quality of life and physical plant issues, have the opportunity to pass information up through the ranks regarding mostly facility driven issues. Likewise, this is the venue in which the Security Manager disseminates information to be shared throughout the ranks of security staff. This meeting encompasses topics related to the improvement of fire drill movements to the replacement of cracked or torn mattresses to disciplinary sanctions of the students. Like the Security Shift Circle mentioned below, this meeting is almost solely driven by data/evidence.

Education Staff

This particular circle is composed of the Principal, the Administrative School Secretary, guidance counselor, classification manager, teachers and teachers' assistants. This group works interdepartmentally within the facility and through the Department of Education to ensure that each student committed to the facility's care receives quality educational services, all the while ensuring that local, state and federal guidelines are met.

Medical Staff

These circle meetings are facilitated by the Health Administrator. Here, quality day to day operations of the clinic are discussed to include the assessment of students on a case by case basis as necessary. This team has often has quality of care issues that must be presented in the Senior Managers meeting as it relates to next steps in care and at times, payment options for particular treatments.

Food Service

The Food Service staff is a small, but important team made up of front line Food Service Stewards, Food Service Manager, and Fiscal Manager. Here, quality of the food/food preparation is discussed along with the provision of quality kitchen/food service under a multitude of constraints. Although on the surface this meeting seems elementary, it in fact encompasses many facets to include purchasing, budgeting, vendor issues/complaints, and is controlled in part by the Food Service Director in the

department's Central Office in Nashville, the Federal Government's School Lunch Program and ultimately by the USDA.

Fiscal Office, including warehouse and maintenance

The Fiscal Office Circle is a multi-faceted team that, in part, defines the facility. Here, approval is granted to purchase the needed supplies to ensure that basic quality of life needs are met and that those housed and employed at the facility are safe and secure within the physical plant itself. Here, the Administrative Services/Fiscal Manager, Human Resources, Purchasing Coordinator, and Facility Manager meet to discuss one of the most difficult topics at the facility, producing or purchasing high quality goods and services under fixed budget constraints.

Security Shift Meeting

Security Shift Staff are some of the only staff within the department who do not have access to email, cell phone or other post-issued method for widespread communication within their job classification. Led by an on-shift Lieutenant, these meeting are of the utmost importance for information sharing. Here, information directly related to quality of service issues are relayed to frontline staff and is most likely the most data driven meeting at the facility. Using evidence from security camera footage, post log books, COC log books, and evidentiary reports from members or groups of members from other circles, quality issues are relayed and discussed.

Training Advisory Board

Although this meeting is scheduled only once per quarter, the decisions made in this meeting have the potential to affect the facility and its service provision exponentially. This circle is made up of a cross-section of staff at the facility who present input from frontline staff and others regarding trainings that might be implemented for all staff at the facility with the main idea being to provide staff with the tools and knowledge base to be dynamic in their roles at a secure facility.

Quality Stakeholder

Citizen Involvement Council (CIC) and Student Council

MVYDC conducts two main stakeholder meetings, the Citizen Involvement Council (CIC) and Student Council. The CIC is made up of the Volunteer Coordinator, Jefferson County Juvenile Court Judge Benjamin Strand, Tennessee State Representative Jeremy Faison, Facility Department Heads and other elected staff and community partners and volunteers. The CIC meeting is an event where the vision for the facility and students is put into motion by the CIC. Additionally, the Student Council Meetings are an opportunity for students to represent their living units and discuss issues that directly relate to their quality of life and service provisions while in the care of MVYDC.

Juvenile Justice (JJ) Leadership

Branching out of the MVYDC facility is the Juvenile Justice Leadership Circle. Here, the Superintendent, Treatment Manager, Treatment Team Coordinator, and select others leave the facility to directly interact with JJ Leadership across the Grand East Tennessee Region. The development of the JJ

Leadership Circle successfully opened the lines of communication and quality improvement, not just for MVYDC but for the JJ division.

YDC CQI Schedule

CQI Workgroup	Regular Meeting Time	Facilitator	Scribe
Sr. Management Team	Every Monday, 10 AM	Superintendent Houston	Kathy Ridenour
Department Head Team	Second Tuesday of every month, 1 PM	Superintendent Houston	Betty Ogle
Treatment Staff Team	Last Tuesday of every month, 2 PM	Steve Collier	Judy Ingram
Senior Security Shift Supervisors	Third Thursday of every month, 12:15 PM	Steve Harrison	Peggy Bettis
Education Staff Team	Last Friday of each month. Time will vary according to training schedule	Michelle Clayton	Deborah Garcia
Medical Staff Team	Last Thursday of each month, 1 PM	Carolyn Spence-Arwood	Brandi Money
Food Service Team	Third Friday of each month, 1 PM	Mike Churchman	Betty Ogle
Fiscal Office, includes warehouse and maintenance	Last business day of each month, 10 AM	Mike Churchman	Betty Ogle
Security Shift Meeting	Will vary each month to include as many on duty staff as possible. Meeting dates/times will be posted will in advance.	Lt. William Petty	Sgt. Leslie Hayes
Student Council	Third Wednesday of each month, 12:15 PM	Don Burnette	Judy Ingram
CIC Board Meeting	Last Wednesday of each quarter, 12 PM	Kathy Ridenour	Roxanne Bowen
Training Advisory Board	Last Tuesday of each quarter, 10 AM	Kathy Raley	Kathy Raley